

**HUBUNGAN ANTARA PENGURUSAN SUMBER  
MANUSIA DENGAN PRESTASI ORGANISASI: BUDAYA  
ORGANISASI SEBAGAI PENGANTARA**

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Julai 2012**

**HUBUNGAN ANTARA PENGURUSAN SUMBER MANUSIA DENGAN  
PRESTASI ORGANISASI: BUDAYA ORGANISASI  
SEBAGAI PENGANTARA**

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Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
untuk Memenuhi Keperluan bagi Ijazah Doktor Falsafah**

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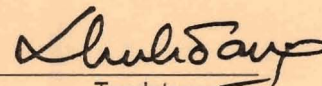
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## ABSTRAK

Kajian ini menyelidik hubungan antara pengurusan sumber manusia (PSM) dan prestasi organisasi, dengan budaya organisasi sebagai pemboleh ubah pengantara. Amalan PSM termasuk pengambilan pekerja, penilaian prestasi, latihan dan pembangunan, ganjaran berdasarkan prestasi, pengurusan kerjaya, perkongsian maklumat, dan jaminan pekerjaan. Pemboleh ubah budaya organisasi meliputi penglibatan, koordinasi dan integrasi, komunikasi terbuka, kepercayaan, penambahbaikan, dan kerjasama. Sementara pemboleh ubah prestasi organisasi merangkumi kadar pertumbuhan jualan, margin keuntungan, hasilan operasi, dan hasilan sumber manusia. Satu kerangka kajiann dibina dan sebanyak empat hipotesis utama serta empat belas hipotesis spesifik dikemukakan untuk diuji. Kajian ini berasaskan reka bentuk tinjauan dan bersifat keratan rentas. Sebanyak 137 soal selidik dikutip daripada organisasi pembuatan di Malaysia dan digunakan dalam analisis statistik. Semua hipotesis diuji menggunakan analisis korelasi dan multivariat. Hasil kajian menyokong semua hipotesis utama yang dikemukakan. Keputusan ini menunjukkan PSM dapat mempengaruhi prestasi organisasi. Hasil korelasi Pearson menunjukkan PSM mempunyai korelasi positif yang signifikan dengan pemboleh ubah budaya organisasi dan juga prestasi organisasi. Keputusan analisis korelasi kanonik juga menunjukkan set pemboleh ubah PSM, budaya organisasi dan prestasi organisasi mempunyai korelasi yang signifikan antara satu sama lain. Walau bagaimanapun, dapatan menunjukkan wujud masalah multikekolinearan pada pemboleh ubah PSM dan juga pemboleh ubah budaya organisasi. Keputusan analisis komponen utama dan regresi linear mudah menunjukkan wujud hubungan positif yang signifikan antara PSM (secara kolektif) dengan budaya organisasi dan prestasi organisasi, serta antara budaya organisasi (kolektif) dengan prestasi organisasi. Akhir sekali, hasil kajian berkenaan hubungan berstruktur antara ketiga-tiga pemboleh ubah mengesahkan peranan budaya organisasi sebagai pengantara dalam hubungan antara PSM dengan prestasi organisasi. Kesimpulannya, hasil kajian ini dapat menyumbang dalam peningkatan pengetahuan dan kefahaman tentang hubungan antara PSM, budaya organisasi dan prestasi organisasi, dan dengan itu membolehkan pihak pengamal memperoleh pengetahuan yang lebih mendalam berhubung dengan impak PSM terhadap prestasi organisasi.

**Kata kunci:** Pengurusan sumber manusia, Budaya organisasi, Prestasi organisasi, Organisasi pembuatan.

## ABSTRACT

This study investigates the relationship between human resource management (HRM) practices and organizational performance, and the organizational culture as a mediator variable. HRM practices include employee hiring, performance appraisal, training and development, performance-based compensation, career management, information sharing, and job security. Organizational culture include participation, coordination and integration, open communication, trust, improvement, and cooperation. While organizational performance variables include rate of sales growth, profit margins, operational outcome, and human resource outcome. A research framework was developed, and four main hypotheses and fourteen specific hypotheses were posited and tested. The study was based on a survey design and cross sectional. A total of 137 questionnaires were collected from Malaysian manufacturing organizations, and were used in subsequent statistical analyses. The study hypotheses were tested using correlational and multivariate analyses. The results supported all the hypotheses posited for the study, suggesting that HRM practices can influence organizational performance. Pearson correlations indicated that all of the HRM practices have significant correlation with organizational culture and performance variables. Results of canonical correlation found that a set of HRM practices, organizational culture and organizational performance have significant correlation with each other. However, the finding indicated a possible effects of multicollinearity. The results of principle component analysis and simple linear regression indicated significantly positive relationships between HRM practices, organizational culture, and organizational performance. Finally, structural equation modeling highlighted the role of organizational culture in mediating the relationship between HRM and organizational performance. In conclusion, this study provided insight and further understanding of the interrelationship between HRM, organizational culture and organizational performance, and hence allows practitioners to gain in depth knowledge about the impact of HRM on organizational performance.

**Keywords:** Human resource management, Organizational culture, Organizational performance, Manufacturing organization.

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## SENARAI SINGKATAN

<b>Singkatan</b>	<b>Penerangan</b>
CFA	<i>Confirmatory Factor Analysis</i>
CFI	<i>Comparative Fit Index</i>
FMM	<i>Federation of Malaysian Manufacturers</i>
GFI	<i>Goodness of Fit Index</i>
KDNK	Keluaran Dalam Negera Kasar
KMO	<i>Kaiser-Meyer-Olkin</i>
LISREL	<i>Linear Structural Relationships</i>
NNFI	<i>Nonnormed Fit Index</i>
PSM	Pengurusan Sumber Manusia
RBV	<i>Resource-based View</i>
RMSEA	<i>Root Mean Square Error of Approximation</i>
RNI	<i>Relative Noncentrality Index</i>
SPSS	<i>Statistical Package for Social Sciences</i>
VIF	<i>Variance Inflation Factor</i>

## SENARAI LAMPIRAN

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# **BAB 1**

## **LATAR BELAKANG KAJIAN**

### **1.1 Pengenalan**

Matlamat pembangunan ekonomi Malaysia sejak awal tahun 1990-an adalah untuk menjadikan Malaysia sebuah negara maju menjelang tahun 2020 (Ahmad Sarji Abdul Hamid, 1993). Bagi merealisasikan wawasan tersebut, transformasi ekonomi adalah perlu, iaitu dari ekonomi berasaskan pertanian kepada era perindustrian, dan kini tumpuannya pada ekonomi berasaskan pengetahuan. Hasil peralihan aktiviti ekonomi yang dirancang sudah pasti melibatkan perubahan struktur pasaran perniagaan.

Berdasarkan perbandingan nilai peratusan sumbangan kepada Keluaran Dalam Negara Kasar (KDNK) mengikut industri dalam tempoh 25 tahun iaitu dari 1985 hingga 2010 (Malaysia, 1991, 2006, 2011), ekonomi Malaysia telah berkembang pesat dan mengalami perubahan struktur yang ketara. Jadual 1.1 menunjukkan sektor pertanian dan perhutanan yang pada suatu ketika merupakan penyumbang utama KDNK Malaysia, kini telah diambil alih oleh sektor industri terutamanya industri pembuatan. Sungguhpun peratusan sumbangan sektor pembuatan kepada KDNK negara mula merosot daripada 31.4% pada tahun 2005 kepada 27.6% pada tahun 2010, namun sumbangannya masih boleh dianggap penting. Tambahan pula, sektor pembuatan masih kekal sebagai penyumbang terbesar

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